



# *Delaware*

Economic Development Office



## **2006 Annual Report**







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## *From the Director*

I am excited to have this opportunity to share some of the exciting innovations now taking place at the Delaware Economic Development Office. Each innovation has as its goal the direct intent of attracting new investment, new business, and new employment opportunities for all citizens of Delaware... our mission in a nutshell.



*DEDO Director  
Judy McKinney-Cherry*

I would like to draw your attention to some of the areas where we rank first:

- *1st for workers based on job quality, job opportunity, and job fairness, in a study by the University of Massachusetts Amherst*
- *1st for Legal Environment for Business, according to the U.S. Chamber of Commerce*
- *1st for Initial Public Offerings in a ranking by Corporation for Enterprise Development*

Not only have we maintained our AAA bond rating for the 6th consecutive year, but Delaware is one of only 6 states with a AAA bond rating. The Tax Foundation also ranked Delaware as having the 3rd lowest tax burden among all 50 states. These elements specifically correspond to the innovation taking place in Delaware. Entrepreneurs are excited about Delaware – and we look forward to

supporting their success.

At DEDO, we are all about planting the seeds for Delaware's future. We work toward tomorrow's economy by working with our legacy companies who pave the way for future start-ups. We work collaboratively with other agencies to strategize, streamline processes, and address business needs. In a global economy, we no longer can sit back and simply expect business to take care of itself. Instead, we work collaboratively on a blueprint for Delaware's future, building on our past and focusing on where we want to be.

FY 2006 saw many successes under Governor Minner's New Economy Initiative. During fiscal year 2006, Playtex Products received a grant that matches 3 percent of the company's investment of \$34.7 million over the next five years. This financial package funds research and development, employee retention, and capital expenditures. The retention of Playtex's Dover facility retained \$28.6 million in Delaware's Gross State Product (GSP).

The Dover Wipes facility has been in continuous operation since 1964, thus making it one of the state's legacy manufacturing sites. In seeking to remain competitive, Dover Wipes sought to upgrade its technology to increase productivity and efficiency. We awarded the company a grant, matching 3 percent of the company's \$7 million investment over the next three years. With that, we also issued a grant to retain 175 fulltime jobs and a grant for research and development at the facility. It will contribute \$56.9 million to Delaware's GSP annually.



Air Liquide, an international industrial and medical gasses company headquartered in France, looked to Newark to build a state-of-the-art R&D facility, creating 119 new jobs with actual minimum salaries far above the sustainable wage criteria. This new facility holds most of the company's U.S. R&D activity. The GSP impact of this project is expected to be \$23 million dollars annually.

We set the stage during the summer of 2005 with commitments from DuPont and Hercules to provide more than 250 patents and intellectual property packages to begin the Intellectual Property Program to promote technology-based entrepreneurship within the state. Through a thorough, calculated process with an outside consultant, we reviewed the patents for business viability and are excited that the first 100 of these patents are now available to the public. We've had solid inquiries with at least three of them in the pipeline to move ahead quickly. This program is unprecedented not only for Delaware, but also the entire country.

The Financial Center Development Act was first put into place in the early 1980's. Since that time, other Administrations have reviewed it, but Governor Minner modernized it! As a result, Delaware secured Bank of America's charter after its merger with MBNA, keeping a major revenue source in Delaware.

DEDO's Workforce Center of Excellence spearheaded a collaborative training initiative with the Delaware Poultry Industry including cultural diversity training, identified as the most critical training need of Delaware's poultry companies. DEDO used Blue Collar training funds of \$80,448 leveraging a \$109,044 investment from Delaware's poultry companies including Allen Family Foods, Mountaire Farms, and Perdue Farms.

In another innovative initiative, DEDO, DNREC, and DEMEP received the "Speed Demon" award from General Motors for the organizations' efforts to streamline the permitting process for businesses. Using value stream mapping, the organizations' were able to shorten the time it takes for the state to issue a permit. The award recognizes process and is a key example of how we apply business principles to government processes. The results included a predictable timeline for permit review and the ability to track a permit through the system.

Sadly, many Delaware small businesses, particularly in Sussex County, were flooded this past June as a result of heavy rains. DEDO proactively met the needs of these small businesses by creating a Flood Relief loan program. One such company to receive this assistance was Aeromarine Laminates in Seaford, who received a loan for the repair, replacement, and set up of flood damaged equipment and inventory and for the purchase of flood insurance.

DEDO's quest for innovation also extends into the way in which we promote our State. In May, Delaware was the feature story in US Airways magazine, seen daily by thousands of worldwide business travelers every day. Every day, more and more people outside of Delaware are learning what we know. This is a great place to do business, and a great place to call home.



# Market Clusters

## Auto Manufacturing

The U.S. automotive industry faced intense global competition in 2006 as gasoline prices continued to rise. Despite external factors, Delaware is still the only east coast state with two major automotive assembly plants.



In 2006, DaimlerChrysler continued to invest in the Newark assembly plant and its workforce. The all-new Chrysler Aspen, a luxury sport utility that was introduced at the North American International Auto Show in January, will be manufactured in Delaware. Chrysler's first SUV brand, the Aspen, is based on the Dodge Durango platform, and will debut for the 2007 model year. The Newark assembly plant will continue to be the only location in the U.S. where the Dodge Durango is manufactured. The Dodge Durango will be redesigned for the 2007 model year. DEDO helped DaimlerChrysler with workforce training assistance, which will help to offset the company's \$4 million investment in training.

General Motors three niche sports cars, the Pontiac Solstice, Saturn Sky, and Opel GT Roadster, are red hot commodities. To keep up with demand, the Wilmington Boxwood Assembly Plant transitioned to three shifts. DEDO proactively facilitated meetings with General Motors to identify opportunities to use the Port of Wilmington as the export hub for the Opel GT Roadster.

In Fiscal Year 2006, three new suppliers were recruited to Delaware, including CFX Logistics, Collins & Aikman, and TDS Automotive. In total, these three companies added 85 new jobs to Delaware's workforce.

The Delaware Automotive Cluster Alliance moved forward in 2006 by implementing tactics within its strategic plan. DACA adopted bylaws to govern its operations, and developed a fee schedule to help fund ongoing expenses, marketing, and networking activities. To help market DACA and Delaware to perspective auto related businesses, a full-color brochure was developed. DACA members purchased full-page advertisements in the brochure to feature their companies and showcase the reasons Delaware is a great place for business. DACA identified affordable quality health care as a major concern in keeping the industry competitive. The group held its first networking event which focused on "Business Health Care Coalitions." The event brought together not only DACA members, but also business from multiple clusters in Delaware.



DEDO identified the recruitment of plastics related businesses as an opportunity to grow DACA. Delaware's competitive advantages include available infrastructure and lower operating costs for plastics manufacturing relative to northeast and western states. Marketing materials have been developed for specific plastics trade shows to target companies for recruitment.

## ***Banking, Insurance, and Financial Services***

The Banking, Financial Services and Insurance Cluster continues to drive a number of projects aimed at long term economic development in Delaware.

ING Direct and Barclaycard continued to expand with significant hiring activity in 2006. ING Direct expects to add approximately 500 staff and Barclaycard will add an estimated 250 employees in 2007.

HSBC chartered its new national bank in Delaware and MidCoast Community Bank is establishing a DeNovo institution in Wilmington. The Financial Services Cluster Market Leader for the Delaware Economic Development Office testified in support of both of these applications at public hearings before the Bank Commissioner.

The Financial Services Cluster continued to make a significant outreach effort to major US and international banks, trust and money management firms, and risk management organizations to relocate key operations to Delaware.

Several asset management and trust companies, primarily from New York and New Jersey, have indicated they will be opening new business units and offices in Delaware in 2007. These operations will represent the first presence of these major investment institutions in Delaware. In total, staffing for these anticipated operations will add an estimated 200 – 300 high-wage employees and approximately 500 support staff.

Financial Services is actively pursuing funding projects with Microfinance International of Washington, DC operating as Alante Financial in Delaware with offices in Milford and Georgetown. Discover Bank expressed an interest in direct participation in microfinance funding with MFI and this project is expected to be finalized in the first quarter of 2007.





This year, the cluster worked to capitalize on the advantages of the revised captive insurance legislation passed in 2005. These efforts included extensive development of and then consultative efforts with the Delaware Captive Insurance Association, orientation and consultation with the new administrator for captive insurance in the Insurance Commissioner's office and the planning, organization, marketing and execution of the first annual Delaware Captive Insurance Conference. More than 125 executive level attorneys, bankers, executive staff and other representatives for the captive insurance marketplace participated in the Conference.

DEDO's Financial Services Cluster Market Leader attended and completed the 59th Annual International Banking Summer School held in September this year in Melbourne, Australia. Approximately 100 international bankers are selected each year to participate. The IBSS is a 10-day annual event of enormous prestige, greatly influencing banking activities and international finance and developing the executives who are slated to run major banks and global banking divisions. The Financial Services Cluster Market Leader was the only government official selected for the program and represented Delaware extensively in a number of formal and informal symposia.

As an adjunct to the IBSS, the Cluster Market Leader met with a number of senior Australian banking officials and representatives of the Victoria State government for the purpose of encouraging the formation of new business ventures in the US under the auspices of Delaware chartering and incorporation. As a further result of these discussions, Wilmington is leading Los Angeles, Chicago and New York as a venue for of a major North American conference on Asia finance to be held late in 2007 or early 2008.

The Financial Services Cluster Market Leader continued to chair a series of workgroup sessions aimed at reaching consensus between Delaware's financial services companies, high schools, community colleges and universities and DEDO's Workforce Development staff on the proposed Delaware Financial Services Certification program. The program will provide a structured training curriculum aimed at enhancing the recruitment, retention and development of highly skilled financial services staff. The next stage of effort is the preparation of a formal grant application for up to \$1 million under the President's High Growth Job Training Initiative administered by the US Department of Labor.



## ***Chemistry and Advanced Materials***

GE Energy announced a company-wide strategy to aggressively pursue new technologies that help meet today's environmental challenges. This strategy will include continued investments in the company's solar panel manufacturing site in Delaware.

Companies such as Dow Reichhold, DuPont, FMC BioPolymers, Noramco and Rohm & Haas established capital projects at their Delaware manufacturing sites. DEDO partnered with each site to provide assistance with various resources.

Ceramic Protection Corporation and M Cubed experienced significant growth within the advanced materials sector this year. Their ceramic composites technologies helped secure military contracts and created more than 100 jobs since last year. These sites received training funds and utilized the services of the Delaware Manufacturing Extension Partnership.

Swiss based company Buchi Analytical worked with DEDO to help expand its distribution and sales capabilities in Delaware.

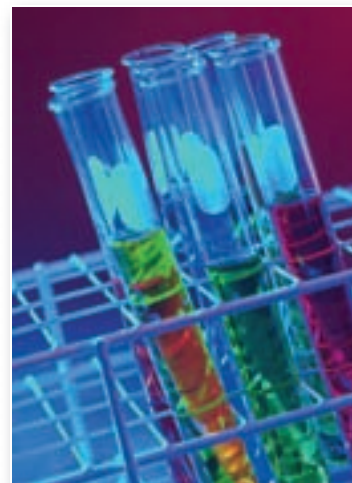
DEDO worked with BASF, which recently purchased Johnson Polymers to support capital investments at its Seaford site and to leverage applicable tax refunds and incentives.

FujiFilm Imaging Colorants purchased Avecia and is implementing process improvements for the New Castle facility. The company started evaluating at strategic growth opportunities, including how they might utilize other buildings on site.

DEDO awarded Polymer Technologies a loan from the Competitiveness Fund. The funding helped the company acquire new equipment to expand markets and introduce new products.

DEDO's Chemistry and Advanced Materials Cluster assisted Newark engineering service provider BE&K with site evaluation. DEDO also provided valuable resources for the company's expansion and hiring of an additional 100 new employees in the last year.

DEDO also worked with several small businesses involved in the business of chemistry. AMSPEC Chemical is now located in Bear, Del. after being displaced from their facility in New Jersey. Critical Path Services moved to a larger building and DEDO provided assistance with permitting. DEDO provided DimensionFlex assistance with their business plan review, and served as a liaison with local businesses. DEDO also assisted Textronics in locating space for its new business expansion.





## ***Life Science and Biotechnology***

In June, DuPont announced a five-year \$80 million capital investment in an Innovation Center at its Experimental Station Laboratories, in Wilmington. It is the first new facilities investment of this magnitude in many years. The State supplied an additional \$5 million to support this initiative, which is expected to provide vital assistance in our efforts to recruit technology companies to come to Delaware, as well as spur new entrepreneurial opportunities statewide.



The second year of the New Economy Initiative included \$1.5 million in additional funding to match a \$9 million EPSCoR award from NSF intended to link bioscience research at the University of Delaware to parallel programs at Delaware State University and the Delaware Technical and Community College.

The Fraunhofer USA Center for Molecular Biotechnology, based at the Delaware Technology Park in Newark, secured a five-year \$5 million investment at the end of Legislative session in fiscal year 2007. The funding will support its \$15 million initiative to develop and hire staff for a vaccine manufacturing facility

The company's German parent, the Fraunhofer Society, is providing the other \$10 million for the project, which is aimed at developing vaccines for avian flu and potential bioterrorism agents such as anthrax.

The State assisted two other Newark companies, MIDI Inc. and ANP Technology, secure \$50,000 Small Business Innovation Research grants. MIDI is using the grant to develop a potential new tuberculosis therapy. ANP is developing a nanotechnology tool for ascertaining whether someone has a traumatic brain injury.

The Delaware Economic Development Office provided seed capital to help launch the Delaware BioScience Association.



## ***Tourism***

The Delaware Tourism Office developed a new strategic plan and formed subcommittees for tourism product development in areas of Heritage Tourism, Nature Tourism, Marketing, Infrastructure, and Workforce Development. The Brandywine Valley Scenic Byway was designated by the America's Byways Program in September 2005 as Delaware's first official national byway.

In 8 of 12 months, the Public Accommodations Tax increased from fiscal year 2005. The Delaware Tourism Office received an additional spending authority for \$500,000 from Office of Management & Budget for a television commercial campaign.

In May 2006, U.S. Airways Magazine featured a 18-page profile on Delaware. DTO created a new sales brochure to market and recruit new tourism businesses to the state. DTO is developing a Sports & Special Event Facility Guide, which will help promote Delaware as a sports and special events destination.

DTO revived the Governor's Conference on Tourism after a three-year hiatus. The conference, held in Rehoboth Beach, attracted approximately 150 attendees and recruited the support of more sponsors than previous events. A new record of 43 Delaware attractions participated in the "Free to the First State" program, organized by DTO during National Tourism Week.

Seventeen tourism organizations were awarded a total of \$200,000 in Direct and Matching Tourism Grants in fiscal year 2006

DEDO facilitated a committee to assess the current condition of the I-95 Welcome Center currently operated by HMSHost. DTO worked with tourism partners to develop a request for proposal in anticipation of the current contract expiration in 2008. The revamped Welcome Center is designed to be more "visitor friendly" to tourists and feature Delaware businesses.

The new Strategic Plan identified eco-tourism as a targeted niche market. "Beaches, Bays, and Beyond," an eco-tourism workshop was held at the Atlantic Sands Hotel in Rehoboth Beach. The workshop focused on providing the necessary tools needed by tourism planners, providers, businesses, and communities to work together to develop nature and heritage-based tour packages. More than 100 people attended the event.

The Delaware Tourism Office seeks to develop a large marquee event to showcase Delaware's unique position with incorporation; develop gateways into the State with better signage and visitor information; develop large-scale sports and special events; attract new tourism businesses and attractions; promote Delaware to the international market by attending overseas tradeshows; and offer more workforce development opportunities for the entire industry.



# ***Centers of Excellence***

## ***Capital Resources***

DEDO has a dedicated team to support all of our industry clusters and to provide financial assistance, advice and review of viability through its Capital Resources Center. The Center offers assistance in the full-range of financial tools such as seed-stage equity investments, low interest loans, tax exempt bond financing, and performance, relocation and Brownfield development grants.

Capital resources available to qualified companies include the Delaware Strategic Fund, Competitiveness Fund, Venture Capital Investment and Technology-Based Seed Fund. In addition, Capital Resources also manages DEDO's tax exempt bond issues, the Clean Energy Center Partnership with the University of Delaware and Delaware State University, and the VOx and NOx emissions reduction credit bank.



Capital Resources supports Delaware's small businesses, including technology-based businesses through low-interest loan programs; no-interest emergency loans to help small businesses that have been adversely impacted by natural disasters; conditions, a quasi-equity investment program; and Small Business Innovative Research (SBIR) Bridge Grants. During Fiscal Year 2006, three companies received a total of \$150,000 in SBIR grants. These companies include ANP Technologies, MIDI, Inc., and Accudyne Systems Inc.

DEDO awarded one loan through the Delaware Strategic Fund during fiscal year 2006 in the amount of \$700,000 of which, all the proceeds were awarded in New Castle County. Delaware Strategic Fund grants awarded included \$2,957,161 in New Castle County, \$2,174,600 in Kent County, and \$350,000 in multi-county projects for a total of \$5,481,761. The total amount awarded from the Delaware Strategic Fund in fiscal year 2006 was \$6,181,761.

Competitiveness Fund loans awarded included \$500,000 in New Castle County and \$1,528,000 in Kent County for a total of \$2,028,000. Competitiveness Fund grants awarded included \$1,000,000 in New Castle County and \$1,937,000 in Kent County for a total of \$2,937,000. The total amount awarded from the Competitiveness Fund in fiscal year 2006 was \$4,965,000.

DEDO launched the Technology-Based Seed Fund program to foster high-wage, fast-growing small businesses in technology fields such as biotechnology, advanced materials, clean energy, information technology, and new chemical applications. DEDO awarded seven projects through the Technology-



Based Seed Fund during fiscal year 2006. Of these funds, \$298,340 was awarded in New Castle County and \$50,000 was awarded in Kent County for a total of \$348,340.

DEDO's Capital Resources awarded a total of \$11,495,101 in fiscal year 2006.

DEDO expanded the partnership with Citizens Bank that was originally created in fiscal year 2004 to match key components of Governor Minner's New Economy Initiative, including the Competitiveness Fund and the Technology-Based Seed Fund programs. Citizens Bank contributed an additional \$5 million above its fiscal year 2004 commitment of \$14.5 million and will match financial assistance awards from the Delaware Strategic Fund, the Competitiveness Fund, and the Technology-Based Seed Fund.

## ***Industry Research and Analysis***

The Industry Research and Analysis Center continues to generate and quantify critical economic data. During Fiscal Year 2006, this unit provided expert data and analysis for customized proposals for potential company recruitment and expansions to Delaware.

The Industry Research and Analysis Center undertook a number of projects, including identifying emerging clusters, gathering relevant data and preparing analysis and detailed reports on the plastics and photonics industries intended to recruit these businesses to Delaware. The center also collected data and carried out analysis to support the work of the energy task force and energy focus groups convened by DEDO.

The center also provides data reflecting industry trends, opportunities and state comparisons on costs of living and tax climates. This past year, the industry research and analysis unit conducted economic impact analyses for a number of projects. Some of these projects include the economic impact of DuPont, AAA, AstraZeneca, MBNA and Fraunhofer Center for Molecular Biology.





## ***Infrastructure and Intergovernmental Relations***

The Infrastructure and Intergovernmental Relations Center was instrumental in the expansions of multiple businesses in the state of Delaware during fiscal year 2006. In fact, this center helped more than 82 companies with their business needs during this time period.

DEDO worked in structuring a Delaware Strategic Fund Grant to facilitate an approximately \$40 million capital expenditure by Playtex Products, Inc. in the Dover, Delaware facility. The grant contributed to the expansion of Playtex Products, Inc. by addressing the company's sewer issues.

The Infrastructure and Intergovernmental Relations Center also worked closely with Honeywell International, Inc. to help facilitate the relocation and expansion of the company's data center from various parts around the world. In addition to Honeywell, the Infrastructure and Intergovernmental Relations Center was successful in recruiting another data center into Delaware.

Following the devastating floods in Sussex County in June, the Infrastructure and Intergovernmental Relations Center worked with the Small Business Development Center to assist small businesses with their financial loss.

The center promoted Brownfield redevelopment which included three projects during fiscal year 2006. The center worked closely with the Department of Natural Resources and Environmental Control to help promote and facilitate the use of Brownfield properties.

This center worked with cities and counties to provide real estate leads and help them with economic development planning and land use issues. This division worked with businesses in all three counties and companies that were looking to relocate to Delaware to make sure utilities are in place.

The center also worked closely with the State Planning Office to promote economic development through the state planning Plus process.

Finally, the Infrastructure and Intergovernmental Relations Center participated in the Dover Metropolitan Planning Council, Dover Transportation Advisory Committee, Wilmapco Transportation Advisory Committee, Energy Advisory Council, Green Infrastructure Conservation Committee, Kent County Strategic Fund Committee, Central Delaware Economic Development Council, Open Space Council, Scenic Highway Evaluation Committee, Georgetown Business Park Planning Committee, and other commissions and development organizations.



## ***Workforce Development***

During fiscal year 2006, DEDO's Workforce development Center managed 83 custom-training contracts totaling nearly \$5 million.

Of these 83 custom training contracts funded through the DEDO, 58 contracts were signed this year alone and 27 were first time applicants (within 5 years).

Forty-nine contracts were completed, which served 41 different businesses, 24 new to WD training programs (in the last 5 years) resulting in 2,331 successful completers (98 percent of the participants) earning an average wage of \$19.50 per hour.

Companies matched training disbursements on an average ratio of 2 to 1. Some highlights from this year's training programs include:

Workforce development staff partnered with IKO in 2006 to support a plant-wide training initiative. IKO, located in Claymont, manufactures asphalt roofing products and is one of several branches of their family-owned corporate headquarters with branches located in several states and Canada. IKO experienced such a high level of success with their initial Lean Manufacturing training initiative (including Principles of Lean and 5S/Visual Organization components), they have become the model for all their sister companies. Several companies have started to develop and implement lean initiatives of their own as a result. In this way, IKO's experience has served as a pilot for their entire corporate family of businesses in the U.S. and Canada.

Craig Technologies obtained their ISO-9001-2000 Quality Management Systems Certification. Craig was recommended for registration to ISO 9001:2000 shortly after completion of their Quality Management System training program. They were complimented in the areas of management commitment, quality manual/documentation preparation, and employee involvement and openness.

ADVO held a Lean Quality Training Program Kick-Off by management to include a 5S Event. This was a team building exercise where employees worked side-by-side with their managers implementing the 5S principles. Every team succeeded and was declared a winner because all teams improved their areas, learned new things, and realized that by following the 5S principles, their jobs becomes easier and they can be more productive.

Quest Pharmaceutical Company training project was unique in that it allowed this pharmaceutical company to think outside the box when it came to differentiating between technical skills and leadership skills. Through the assistance of the Blue Collar funds, QPS developed a customized Front-line Supervisor Skills





training program that was offered to 30 of their supervisory staff. The results of that training program were exemplary. QPS reported that at the end of the program, the feedback from the supervisors to the senior staff has been positive as the new skills were assimilated and applied and they have benefited greatly. QPS has seen a marked improvement in their attrition rate, which they attribute to this training project.

The Crowell Corporation is a leading producer of gummed sealing tapes, corrugated box tapes, and cold seal (self-sealing) packaging materials. Crowell also manufactures a line of horticultural products to homeowners, landscapers and commercial growers. Through the assistance of Blue Collar Funds, they trained 30 employees which cut their changeover time, improved quality, and increased line speed. With these major improvements, they can now better serve their customers.

The Delaware Poultry Industry Partnership identified the needs, goals and objectives for their first Cultural Diversity Training initiative. Delaware Technical Community College will develop and deliver the training to each of the four plants at their locations. Participating members are Mountaire Farms of Delmarva, Mountaire Farms of Delaware, Perdue Farms, and Allen Family Foods. Eight cultures will be included in the curriculum, including African American, Chinese, Guatemalan, Haitian, Korean, Mexican, Puerto Rican, and American. A total of 4,360 employees will participate in 1 of 3 phases (Classroom Training, Train-The-Trainer, and Cultural Diversity Center).

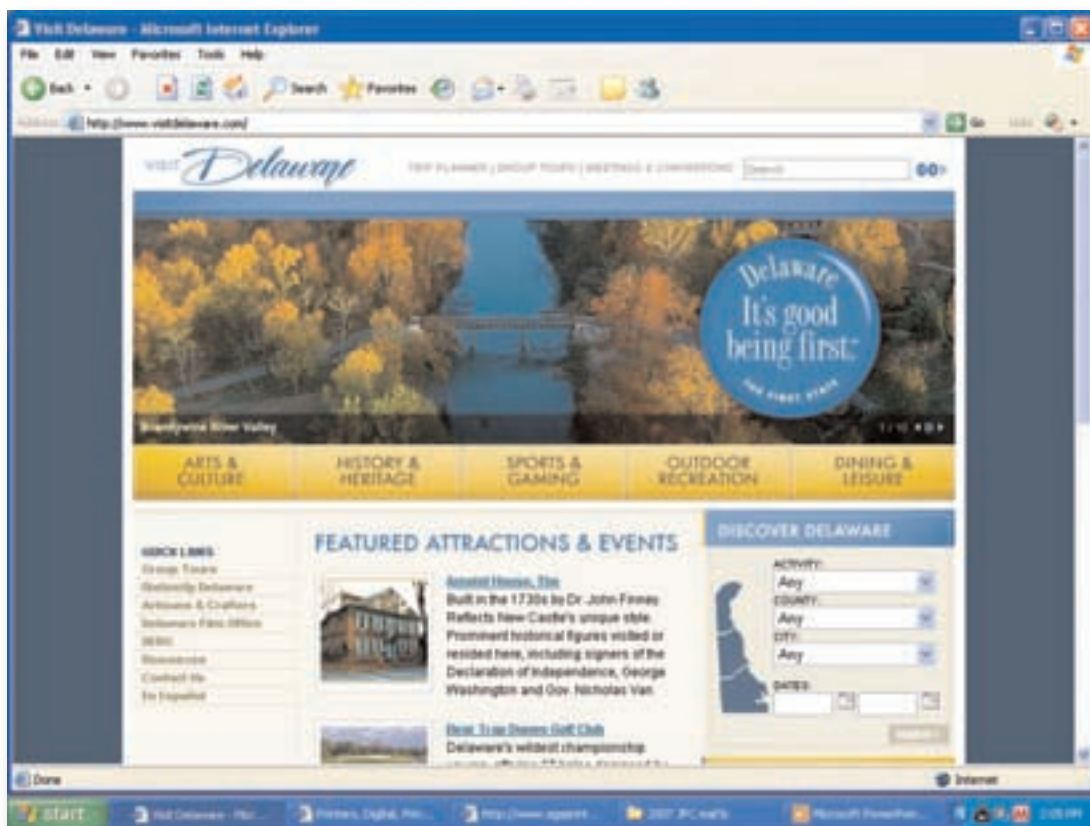
The primary goal of this program is to help leads, supervisors, and superintendents gain a greater level of respect through understanding and effective communications with the employees from various cultures. Through this program we expect to develop and foster a more collaborative, effective workforce that promotes harmony through understanding and teamwork resulting in effective working relationships. The training will begin July 2006 through December 31, 2007.



## ***Marketing and Communications***


DEDO revitalized the Marketing & Communications Unit with the addition of four new team members representing a wide range of both public and private sector marketing experience. The Unit reviewed all marketing initiatives in order to streamline efforts, reduce costs, and identify office-wide needs.

The Marketing & Communications Unit adopted a unique approach to marketing both the office and the state of Delaware. While some traditional methods will still be utilized, the primary focus is to employ technology to maximize marketing efforts. To date, the Marketing & Communications Unit has successfully launched a new tourism-based Web site at [www.visitdelaware.com](http://www.visitdelaware.com) and is currently exploring options to revamp the DEDO Web site to a more business-focused, sales-oriented site. The Unit has identified internal marketing collateral needs which will enhance the efforts of the Cluster Leaders and Centers of Excellence. And, the Unit has created a first-of-its-kind integrated, comprehensive department-wide marketing plan. The plan is a fluid document based on a calendar year and will be fully implemented beginning in January 2007.



*Delaware's new tourism website, [www.visitdelaware.com](http://www.visitdelaware.com)*





Delaware Economic Development Office  
99 Kings Highway, Dover DE 19901

[www.dedo.delaware.gov](http://www.dedo.delaware.gov)